

~~ADMINISTRATIVE
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Individual Comments by SFJAP Members on Present Agency Fitness Report Program

1. Adapt narrative comments to meet not only Agency-wide needs but individual career service needs.
2. Require reviewing officer comments that are negative or in disagreement with rating officer comments to be shown to employee concerned.
3. Require that all fitness reports be shown to employee concerned if not by a command structure -- by career service.
4. Schedule supervisors for performance appraisal training before they become supervisors. This training should include the interview process also.
5. Adopt management by objectives philosophy in order to increase communication effectiveness between employee and supervisor. This could be tailored to include grade levels where a direct management by objectives approach is worthy of the effort.
6. A long term approach would be to establish within the Office of Training an assessment center where employees could be sent to identify management potential.
7. Reviewing Officer comments should be shown to employees.
8. Reviewing Officer comments should not be shown to employees.
9. Three ratings should be used - Outstanding, Satisfactory, and Unsatisfactory. An over-all rating should be used instead of individual ratings for each duty.

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